

The Influence of Ethical Leadership and Workplace Spirituality on Employee Performance through Organizational Commitment (Study at Regional Office of the Ministry Of Religion in West Nusa Tenggara Province)

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ABSTRACT

The purpose of this research is to analyze the effect of ethical leadership and workplace spirituality on employee performance directly or through organizational commitment. This type of research is associative research. The data collection method used by researchers is a survey sample method involving 90 employees. Data collection tool used is a questionnaire. The data analysis tool uses SEM PLS analysis. The research results show that Ethical Leadership has a significant positive effect on employee performance. Ethical Leadership has a significant positive effect on Organizational Commitment. Workplace Spirituality has a positive and significant effect on Employee Performance. Organizational Commitment has a positive and significant effect on Employee Performance. Ethical Leadership has a positive and significant effect on Employee Performance through Organizational Commitment. Workplace Spirituality has a positive and significant effect on Employee Performance through Organizational Commitment..

Keywords: Ethical Leadership, Workplace Spirituality, Organizational Commitment, Employee Performance

INTRODUCTION

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. The success or failure of employee performance that has been achieved by the organization will be influenced by the level of performance of employees individually or in groups. Performance (performance) is an organizational behavior that is directly related to the production of goods or delivery of services. Performance is often thought of as task achievement, where the term task itself comes from thinking about the activities required by workers (Wibowo, (2017).

Performance includes aspects of business, loyalty, potential, leadership, and work morale. Proficiency is seen from three aspects, namely: the behaviors shown by someone at work, the real results or outcomes achieved by workers, and assessments on factors such as motivation, commitment, initiative, leadership potential and work morale. Performance reflects how well and how precisely an individual fulfills job demands (Yulk, 2005).

The role of leadership (Challagalla and Shervani, 2006) is that of a leader or manager who is oriented towards increasing the ability to focus on developing employee skills to improve the quality of employee performance. Leadership is an individual's ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organization (House et. al, in Yukl, 2005).

One of the leadership styles that can improve employee performance in an organization or agency is ethical leadership. Ethical leadership is a moral principle and action that forms the basis of a person's actions so that what he does is seen by society as a commendable act and enhances one's dignity and honor (Maudul, Pio, Runtuwene, 2018).

Research showing the effect of ethical leadership on employee performance includes DjelaDjela, et. al (2017), where the research shows that ethical leadership has a positive effect on employee performance. These results are corroborated by the results of research conducted by Maudul, Pio, and Runtuwene (2018) and research conducted by Herawati and Prayekti (2015) which show the application of ethical leadership has a positive effect on employee performance.

In addition to ethical leadership, another factor that can empirically influence employee performance is work place spirituality. Ashmos and Duchon (2000) state that understanding the term spirituality in the workplace must begin with the recognition that everyone has an inner and outer life and that the development of a personal life can lead to a more meaningful and productive outer life. . Milliman, et al (1999) claim that the value of spirituality has a positive effect, both on personal well-being and performance. This is in accordance with the statement of Gani, et al (2013), where spirituality has a significant influence on employee performance, because good spiritual conditions will improve one's performance at work,

Previous research conducted by Karnia, et. al. (2020) show results where there is a positive and significant influence between spirituality in the workplace on employee performance at PT. Infomedia Archipelago. This is also reinforced by the results of research conducted by Mulianti (2016) which concluded that spirituality in the workplace has a positive and significant effect on employee performance. This shows that the existence of spirituality in the workplace increases from employees. Research conducted by Mucharon & Zaky (2017) concluded that spirituality in the workplace has a positive and significant influence on employee performance.

In addition to ethical leadership and workplace spirituality, organizational commitment also influences performance. Strong organizational commitment in individuals will make individuals try hard to achieve organizational goals. Conversely, individuals with low organizational commitment will have low attention to achieving organizational goals and tend to try to fulfill their personal interests. This is in accordance with the opinion of Luthan (2011) which says that organizational commitment is a strong desire to remain as a member of a particular organization.

Research conducted by Ghorbanpour, Dehnavi, and Heyrani (2014) found that organizational commitment has a significant positive effect on employee performance. In addition, research conducted by Luthfia et al (2010) showed results that organizational commitment partially has a positive and significant effect on employee performance. The results of this study support the research conducted by Timbuleng and Jacky (2015) which states that partially organizational commitment has a positive and significant effect on employee performance.

The object of this research is the Regional Office of the Ministry of Religion of West Nusa Tenggara Province. Based on the policies of the Minister of Religion and laws and regulations, the main task is government service in the religious sector in West Nusa Tenggara Province. The position and role of civil servants as elements of the state apparatus who are assigned and entrusted as servants of the community must provide services fairly to the community.

The objectives to be achieved in this study are to identify and analyze the significance of the influence of ethical leadership, workplace spirituality on organizational performance and commitment. What is the role of mediating organizational commitment in this relationship.

HYPOTHESIS DEVELOPMENT

The Effect of Ethical Leadership on Employee Performance

Ethical leadership is associated with being honest, trustworthy, responsible, loyal and self-restraint. These are all good qualities that one can even have. According to Parwanto et. al. (2013) revealed that there are two factors that can affect employee performance, namely internal factors and external factors. Internal factors are factors related to a person's nature, including attitudes, personality, physical characteristics, desire or motivation, age, gender, education, work experience, cultural background and other personal variables. External factors are factors that affect employee performance, usually from the environment, leadership, the actions of co-workers and others.

Research conducted by DjelaDjela, et. al (2017) shows that ethical leadership has a positive effect on employee performance. These results are corroborated by the results of research conducted by Angel Maudul (2018) proving that ethical leadership has a significant and positive influence on employee performance. Then research conducted by Trisnawati (2008), Narmado (2008) and Ratnaningsih (2009) shows that the application of ethical leadership has a positive effect on the performance (work achievement) of employees in an agency or organization. Based on the description above and the results of this study, the hypothesis to show the effect of ethical leadership on employee performance is as follows.

H1 = Ethical leadership has a significant effect on employee performance at the Regional Office of the Ministry of Religion of West Nusa Tenggara Province.

The Effect of Ethical Leadership on Organizational Commitment

In addition to honest, trustworthy, responsible, loyal and self-restraint attitudes, ethical leadership is also normatively appropriate leadership behavior shown through personal actions and personal relationships, in addition to promoting this behavior downwards through two-way communication, reinforcement and decision making. decisions (Brown, 2005). According to Trevino et al (in Yulk et al., 2013) said "companies can use ethical leadership as a tool to achieve competitive advantage because it can be an important instrument because of the potential of executives to influence employee behavior". Ethical leadership emphasizes the impact of work on other people, groups, organizations, and even entire communities so that leaders can also instill meaning in the work (Brown & Trevino, 2006).

Based on the description above, this ethical leadership will greatly influence the behavior of employees or employees to survive in an organization or agency. According to Zurnali (2010) organizational commitment as a psychological state that characterizes the employee's relationship with the organization or the implications that influence whether employees will remain in the organization or not, which is identified in three components, namely affective commitment, continuance commitment, and normative commitment. In addition, employee commitment is defined as a situation where an employee sided with a particular organization and its goals and desire to maintain membership in that organization (Robins in (Sopiah, 2008: 155). Therefore, the possibility of ethical leadership will affect organizational commitment is very large.

Research conducted by Ghahroodi, Mohd and Ghorban (2013), Zhu et al. (2004), Lim (2012), Toor and Ofori (2009) found in their study that ethical leadership positively influences organizational commitment. Brown, Trevino, and Harrison (2005) suggest that ethical leaders tend to have a positive effect on a subordinate's commitment to the organization. A recent study of several people also found a positive relationship between ethical leadership and organizational commitment of subordinates (Beeri et al 2013). Based on the description above and the results of previous research, the hypothesis for the influence of ethical leadership on organizational commitment in the Regional Office of the Ministry of Religion of West Nusa Tenggara Province can be stated as follows.

H2 = Ethical leadership has a significant effect on organizational commitment at the Regional Office of the Ministry of Religion of West Nusa Tenggara Province.

The Effect of Workplace Spirituality on Employee Performance

Workplace spirituality affects the work ethic of employees or employees. The higher the spirituality of the workplace, the higher the work ethic of employees or employees. This is in accordance with the opinion of Neck and Milliman (1994) which states that organizations benefit from workplace spirituality by increasing creativity and intuition. Implicitly this shows that there is a positive and significant influence between workplace spirituality and existing work ethic. A good work ethic in an agency can help employees understand how they work to carry out their duties. The work ethic that is owned by a person or group of people will be a source of motivation for their actions, so that they can improve employee performance.

Research conducted by Karnia, et al. (2020) show results where there is a positive and significant influence between spirituality in the workplace on employee performance at PT. Infomedia Archipelago. This is also reinforced by the results of research conducted by Anisa Ratu Mulianti (2016) concluded that spirituality in the workplace has a positive and significant effect on employee performance. Research conducted by Mucharon A & M Zaky (2017) concluded that spirituality in the workplace has a positive and significant influence on employee performance.

The same results were also obtained by Sa'adah Kidnafis (2017) who concluded that intrinsic work motivation can influence workplace spirituality on employee performance. Based on the description above and the results of previous research, the hypothesis to show the effect of workplace spirituality on employee performance is as follows.

H3 = Spirituality of the workplace has a significant effect on employee performance at the Regional Office of the Ministry of Religion of West Nusa Tenggara Province.

The Effect of Workplace Spirituality on Organizational Commitment

Spirituality in the workplace is an acknowledgment that an employee has an inner life that nurtures and is nurtured by meaningful work that takes place in this context as a community. It is emphasized that spirituality in the workplace is not about religion, although people sometimes express their religious beliefs at work. Individual spirituality in the workplace is also about how a person expresses his inner life or within himself through meaningful work and feeling connected to his community. This is what causes an employee or employee to survive and continue to work in an organization or agency.

A situation in which an employee sides with a particular organization and its goals and desire to maintain membership in the organization is called Robins' employee commitment (Sopiah, 2008: 155). According to Meyer and Allen in Umam (2010: 258) employee commitment is defined as a psychological construct which is a characteristic of the relationship between organizational members and their organizations and has implications for individual decisions to continue membership in organizations. Organizational commitment as a sense of identification (belief in organizational values), involvement (willingness to do their best for the benefit of the organization, and loyalty (the desire to remain a member of the organization concerned) expressed by an employee towards his organization Richard M. Steers in (Sopiah, 2008:156). Therefore, spirituality in the workplace will increase employee commitment, and employee commitment will increase organizational commitment.

Research conducted by Kurnia, Suarsi, and Abdurrahman (2016) at the North Bandung Dairy Farmers Cooperative (KPSBU) Lembang, West Java showed that there is a significant influence between workplace spirituality on organizational commitment. The results of this study are also consistent with research conducted by Mulyono (2010) which concluded that spirituality in the workplace (STK) has a very significant relationship with organizational commitment. Good STK facilities encourage the growth of a spiritual climate so that it encourages a positive attitude

towards the organization. Based on the description above and the results of previous research, the hypothesis for the effect of workplace spirituality on organizational commitment in the Regional Office of the Ministry of Religion of West Nusa Tenggara Province can be stated as follows.

H4 = Workplace spirituality has a significant effect on organizational commitment in the Regional Office of the Ministry of Religion of West Nusa Tenggara Province.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment is seen as being able to improve employee performance in an organization. Organizational commitment is important for the organization so that it can move towards the goals that have been set. According to Robins (2013: 1) argues that commitment is a form of identification, loyalty and involvement expressed by employees towards the organization or work unit. The success of a person's performance is determined by the level of competence, professionalism, and also his commitment to the work he is doing. Employees with high commitment will be more comfortable at work, loyal, participating so as to form employee habits that can create optimal performance results.

Research conducted by Ghifary, M. T (2019) shows the results that organizational commitment has a significant influence on employee performance. These results also show a positive coefficient which means that there is a positive relationship between organizational commitment variables on employee performance. The greater the organizational commitment variable, the higher the employee's performance value. In addition, research conducted by Lovina, Hendriani, and Marnis (2017) at the Riau Province Revenue Service showed the same results, namely organizational commitment has a positive influence on performance.

H5 = Organizational commitment has a significant effect on employee performance at the Regional Office of the Ministry of Religion of West Nusa Tenggara Province.

The Effect of Ethical Leadership on Employee Performance through Organizational Commitment

Ethical leadership has a positive and significant influence on employee performance, this is evident from several previous studies. So that by implementing and developing ethical leadership in an organization or agency, the performance (work achievements) of employees or employees in the organization or agency will increase. The influence of ethical leadership on employee performance will be stronger (increased) with the moderating variable that connects the two variables. In this study, the moderating variable is organizational commitment. The existence of a moderating variable in the form of organizational commitment will strengthen the effect of ethical leadership on employee performance. This is because organizational commitment is a personal value that sometimes refers to loyalty to the company or commitment to the company.

Celik et al., (2015) stated that organizational commitment has a mediator role between ethical leadership and job satisfaction. Based on the description above and the results of previous research, the hypothesis for the effect of organizational commitment on employee performance in the Regional Office of the Ministry of Religion of West Nusa Tenggara Province can be stated as follows.

H6 = Ethical leadership has a significant effect on employee performance through organizational commitment at the Regional Office of the Ministry of Religion of West Nusa Tenggara Province.

The Effect of Workplace Spirituality on Employee Performance through Organizational Commitment

The existence of a moderating variable in the form of organizational commitment will strengthen the relationship or influence of workplace spirituality on employee performance. Organizational commitment is a personal value that sometimes refers to loyalty to the company

or commitment to the company. Celik et al., (2015) stated that organizational commitment can mediate between ethical leadership and job satisfaction. Organizational commitment is a situation where an employee sided with a particular organization and its goals and desire to maintain membership in the organization. So, high organizational commitment means taking sides with the organization that recruited the individual. Organizational commitment refers to employees' feelings of attachment related to their involvement in the organization (McShane and Von Glinow, 2008:12). This definition specifically refers to affective commitment due to the inherent emotional feelings and feelings of loyalty to the organization. Based on the explanation above, the hypothesis to determine the effect of organizational commitment on workplace spirituality and employee performance is as follows:

H7 = Workplace spirituality has a significant effect on employee performance through organizational commitment at the Regional Office of the Ministry of Religion of West Nusa Tenggara Province.

The form of the conceptual framework in this study is as follows:

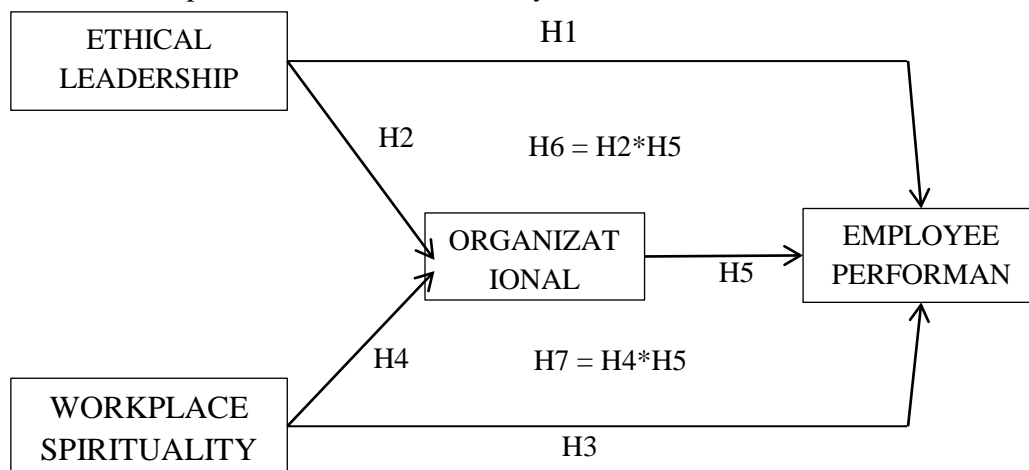


Figure 1. Research Conceptual Framework

RESEARCH METHODOLOGY

The type of research used is causal associative. According to Silalahi (2010) Causal research is research that aims to determine the causal relationship between two or more variables. The technique used in this research is quota sampling. The sample of this research is 100 employees who work in the Regional Office of the Ministry of Religion of West Nusa Tenggara Province. Data collection tool using a questionnaire. hypothesis testing with Structural Equation Modeling (SEM) partial least squares (SEM-PLS). SEM-PLS can work efficiently with small sample sizes and complex models (Sholihin et al 2020).

RESEARCH RESULT

The results of the PLS Path Coefficient Beta test which is part of seeing the significance level can be seen in table 1. At a significance level of 0.05, the hypothesis will be supported if the p-value is less than the critical value, namely 0.05 (5%). Based on the summary table1, it can be seen that Ethical Leadership has a significant positive influence on Employee Performance so that it can be stated that the first hypothesis is accepted. Ethical Leadership has a significant positive effect on Organizational Commitment so that it can be stated that the second hypothesis is accepted. Workplace Spirituality has a positive and significant influence on Employee Performance so that it can be stated that the third hypothesis is accepted. Workplace Spirituality has a significant

positive effect on Organizational Commitment so that it can be stated that the fourth hypothesis is accepted. Organizational Commitment has a positive and significant influence on Employee Performance, so it can be stated that the fifth hypothesis is accepted. Organizational Commitment has a positive and significant mediating role in improving the influence of Ethical Leadership on Employee Performance so that it can be stated that the sixth hypothesis is accepted. Organizational Commitment has a positive and significant mediating role in improving the influence of Workplace Spirituality on Employee Performance so that it can be stated that the seventh hypothesis is accepted.

Table 1. Model Structural Test Results

Hypothesis	Influence Between Variables	Coefficient	P-value	Information
H1	Ethical Leadership -> Employee Performance	0.234	0.000	Accepted
H2	Ethical Leadership -> Organizational Commitment	0.210	0.002	Accepted
H3	Workplace Spirituality -> Employee Performance	0.327	0.001	Accepted
H4	Workplace Spirituality -> Organizational Commitment	0.734	0.000	Accepted
H5	Organizational Commitment -> Employee Performance	0.428	0.000	Accepted
H6	Ethical Leadership -> Organizational Commitment -> Employee Performance	0.090	0.004	Accepted
H7	Workplace Spirituality -> Organizational Commitment -> Employee Performance	0.314	0.000	Accepted

DISCUSSION

The Influence of Ethical Leadership on Employee Performance

Ethical Leadership significant positive effect on employee performance. Ethical leadership is associated with being honest, trustworthy, responsible, loyal and self-restraint. These are all good qualities that one can even have. According to Parwanto et. al. (2007) revealed that there are two factors that can affect employee performance, namely factor internal and external factors. Internal factors are factors related to a person's nature, including attitudes, personality, physical characteristics, desire or motivation, age, gender, education, work experience, cultural background and other personal variables. External factors are factors that affect employee performance, usually from the environment, leadership, the actions of co-workers, etc. So that by implementing and developing ethical leadership in an organization or agency, the performance (work achievements) of employees or employees in the organization or agency will increase.

Research conducted by Djela Djela, et. al (2017) shows that ethical leadership has a positive effect on employee performance. These results are corroborated by the results of research conducted by Angel Maudul (2018) proving that ethical leadership has a significant and positive influence on employee performance. Then research conducted by Trisnawati (2008), Narmado (2008) and Ratnaningsih (2009) shows that the application of ethical leadership has a positive effect on the performance (work achievement) of employees in an agency or organization.

The Effect of Ethical Leadership on Organizational Commitment

Ethical Leadership significant positive effect on Organizational Commitment. The existence of Ethical Leadership felt by Employees is proven to be able to significantly increase Employee Performance within the organization. In addition to honest, trustworthy, responsible,

loyal and self-restraint attitudes, ethical leadership is also a normatively appropriate leadership behavior shown through personal actions and relationships personal, besides that the promotion of this behavior downwards through two-way communication, reinforcement and decision making (Brown, 2005). According to Trevino et al. (in Yulk 2005) says "companies can use ethical leadership as a tool to achieve competitive advantage because it can be an important instrument because of the executive's potential to influence employee behavior".

Ethical leadership emphasizes the impact of work on other people, groups, organizations, and even entire communities so that leaders can also instill meaning in the work (Brown & Trevino, 2005). Based on the description above, this ethical leadership will greatly influence the behavior of employees or employees to survive in an organization or agency. According to Zurnali (2010) organizational commitment as a psychological state that characterizes the employee's relationship with the organization or the implications that influence whether employees will remain in the organization or not, which is identified in three components, namely affective commitment, continuance commitment, and normative commitment. In addition, employee commitment is defined as a situation where an employee sided with a particular organization and its goals and desire to maintain membership in that organization (Robins in (Sopiah, 2008: 155). Therefore, the possibility of ethical leadership will affect organizational commitment is very large.

Research conducted by Ghahroodi, Mohd and Ghorban (2013), Zhu et al. (2004), Lim (2012), Toor and Ofori (2009) found in their study that ethical leadership positively influences organizational commitment. Brown, Trevino, and Harrison (2005) suggest that ethical leaders tend to have a positive effect on a subordinate's commitment to the organization. A recent study of several people also found a positive relationship between ethical leadership and organizational commitment of subordinates (Beerli et al 2013).

The Effect of Workplace Spirituality on Employee Performance

Workplace Spirituality has a positive and significant effect on Employee Performance Workplace spirituality affects the work ethic of employees or employees. The higher the spirituality of the workplace, the higher the work ethic of employees or employees. This is in accordance with the opinion of Neck and Milliman (1994) which states that the organization get benefit from workplace spirituality through increased creativity and intuition. Implicitly this shows that there is a positive and significant influence between workplace spirituality and existing work ethic. A good work ethic in an agency can help employees understand how they work to carry out their duties. The work ethic that is owned by a person or group of people will be a source of motivation for their actions, so that they can improve employee performance. This is reinforced by the opinion of Fadillah (2010) who says that work ethic is the enthusiasm for work that is seen in the way a person reacts to work, the motivation behind doing a job.

Research conducted by Karnia, et al. (2019) shows results where there is a positive and significant influence between spirituality in the workplace on employee performance at PT. Infomedia Archipelago. This is also reinforced by the results of research conducted by Anisa Ratu Mulianti (2016) concluded that spirituality in the workplace has a positive and significant effect on employee performance. Research conducted by Mucharon A & M Zaky (2017) concluded that spirituality in the workplace has a positive and significant influence on employee performance.

The Effect of Workplace Spirituality on Organizational Commitment

Workplace Spirituality has a positive and significant effect on Employee Performance. Spirituality in the workplace is an acknowledgment that an employee has an inner life that nurtures and is nurtured by meaningful work that takes place in this context as a community. It is emphasized that spirituality in the workplace is not about religion, although people sometimes express their religious beliefs at work. Individual spirituality in the workplace is also about how a

person expresses his inner life or within himself through meaningful work and feeling connected to his community. This is what causes an employee or employee to survive and continue to work in an organization or agency.

Research conducted by Kurnia et al (2016) at the North Bandung Dairy Farmers Cooperative (KPSBU) Lembang, West Java, showed that there is a significant influence between workplace spirituality and organizational commitment. The results of this study are also consistent with research conducted by Mulyono (2010) which concluded that spirituality in the workplace (STK) has a very significant relationship with organizational commitment. Good STK facilities encourage the growth of a spiritual climate so that it encourages a positive attitude towards the organization.

Influence Organizational Commitment to Employee Performance

Organizational Commitment positive and significant effect on employee performance. Commitment has an important role, especially in one's performance at work. This is due to the existence of a commitment that becomes a reference and encouragement that makes them more responsible for their obligations. Commitment is something that makes a person make up his mind, determine, work hard, sacrifice and be responsible for achieving goal himself and pre-agreed organizational goals. Organizational commitment as a psychological condition that characterizes employee relations with the organization or the implications that influence whether employees will remain in the organization or not, which is identified in three components, namely affective commitment, continuance commitment, and normative commitment (Zurnali, 2010: 127).

Organizational commitment is seen as being able to improve employee performance in an organization. Organizational commitment is important for the organization so that it can move towards the goals that have been set. According to Robins (2013: 1) argues that commitment is a form of identification, loyalty and involvement expressed by employees towards the organization or work unit. The success of a person's performance is determined by the level of competence, professionalism, and also his commitment to the work he is doing. Employees with high commitment will be more comfortable at work, loyal, participating so as to form employee habits that can create optimal performance results.

Research conducted by Ghifary and Faizah (2019) shows the results that organizational commitment has a significant influence on employee performance. These results also show a positive coefficient which means that there is a positive relationship between organizational commitment variables on employee performance. The greater the organizational commitment variable, the higher the employee's performance value. In addition, research conducted by Lovina, Hendriani, and Marnis (2017) at the Riau Province Revenue Service showed the same results, namely organizational commitment has a positive influence on performance.

The Influence of Ethical Leadership on Employee Performance through Organizational Commitment

Ethical Leadership has a positive and significant effect on Employee Performance through Organizational Commitment. Ethical leadership has a positive and significant influence on employee performance, this is evident from several previous studies. So that by implementing and developing ethical leadership in an organization or agency, the performance (work achievements) of employees or employees in the organization or agency will increase. The influence of ethical leadership on employee performance will be stronger (increased) with the moderating variable connect these two variables. In this study, the moderating variable is organizational commitment. The existence of a moderating variable in the form of organizational commitment will strengthen the effect of ethical leadership on employee performance.

Several previous studies have shown that organizational commitment affects ethical leadership and employee performance. As is the case with research conducted by Ghorbanpour (2014), Dehnavi (2014), and Heyrani (2014) found that organizational commitment has a

significant positive effect on employee performance. Research conducted by Luthfia et al (2010) showed the results that organizational commitment partially has a positive and significant effect on employee performance. The results of this study support research conducted by Timbuleng et al (2015) which stated that partially organizational commitment has a positive and significant effect on employee performance.

This result is also reinforced by the results of research conducted by Satyawadi and Sudibya (2018) which shows that ethical leadership has a significant effect on organizational commitment. In this study, organizational commitment acts as a moderating variable and the results obtained from this research are ethical leadership has a significant effect on job satisfaction, ethical leadership has a significant effect on organizational commitment, organizational commitment has a significant effect on job satisfaction, it can be explained that organizational commitment as partial mediation between the effect of ethical leadership on job satisfaction. These results are supported by Celik et al., (2015) who stated that organizational commitment has a mediator role between ethical leadership and job satisfaction.

The Effect of Workplace Spirituality on Employee Performance through Organizational Commitment

Workplace Spirituality has a positive and significant effect on Employee Performance through Organizational Commitment. The existence of a moderating variable in the form of organizational commitment will strengthen the relationship or influence of workplace spirituality on employee performance. Organizational commitment is an occasional personal valuereserson loyalty to the company or commitment to the company.

Celik et al., (2015) stated that organizational commitment can mediate between ethical leadership and job satisfaction. Organizational commitment is a state in which an employee sided with the organization certain and its goals and desire to maintain membership in the organization. So, high organizational commitment means taking sides with the organization that recruited the individual. Organizational commitment refers to employees' feelings of attachment related to their involvement in the organization (McShane and Von Glinow, 2008:12). This definition specifically refers to affective commitment due to the inherent emotional feelings and feelings of loyalty to the organization.

CONCLUSION

From the results of the research and discussion above, the conclusions from the research that can be drawn are:

1. Ethical Leadership significant positive effect on employee performance. That is, if the Ethical Leadership felt by Employees is more effective, the better the Employee Performance at the Regional Office of the Ministry of Religion of NTB Province. Conversely, if the Ethical Leadership felt by Employees is less and less effective, the performance of Employees at the Regional Office of the Ministry of Religion in NTB Province will be less good.
2. Ethical Leadership significant positive effect on Organizational Commitment. The existence of Ethical Leadership felt by Employees has been proven to be able to significantly improve Employee Performance within the organization.
3. Workplace Spirituality has a positive and significant effect on Employee Performance. That is, if the Spirituality of the Workplace is felt more strongly by Employees in working, the better the Employee Performance. Conversely, if the weaker the Spirituality of the Workplace is felt by the Employee at work, the better the Employee Performance will be.
4. Workplace Spirituality has a positive and significant effect on Employee Performance. That is, if the Spirituality of the Workplace is felt more strongly by Employees in, the higher the Employee's commitment. Conversely, if the weaker the Spirituality of the Workplace is felt by the Employee at work, the lower the Employee Commitment.

5. Organizational Commitment positive and significant effect on employee performance. That is, if the higher the Commitment the Employee has at, the better the Employee Performance at work. Conversely, if the lower the commitment the employee has, the better the employee's performance at work.
6. Ethical Leadership has a positive and significant effect on Employee Performance through Organizational Commitment. That is, the higher the Employee Commitment, the higher the effect of Ethical Leadership on Employee Performance.
7. Workplace Spirituality has a positive and significant effect on Employee Performance through Organizational Commitment. That is, the higher the Employee Commitment, the higher the influence of Workplace Spirituality on Employee Performance.

MANAGERIAL IMPLICATIONS

The results of this study can be input and consideration for Regional Office of the Ministry of Religion of West Nusa Tenggara Province in upgrading Employee Performance by creating effective ethical leadership and strong Workplace Spirituality to encourage Employee Organizational Commitment to remain high, and improve Employee Performance. Practically the results of this study can also be used as evaluation material and development materials for the Regional Office of the Ministry of Religion of NTB Province so that Ethical Leadership, Workplace Spirituality, Employee Organizational Commitment that can be applied in the future can shape and improve Employee Performance so that increased organizational performance can be achieved very Good.

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